



STRATEGIC PLAN

2000-2005

BOISE STATE UNIVERSITY STRATEGIC PLAN 2000-2005

As noted above, this strategic plan was adopted by the University and the State Board of Education in 2000. Many of the objectives contained herein have been achieved, many have been expanded, and some have been changed. The future of Boise State University is in many ways similar and in many ways quite different than what is presented in this executive summary of the 2000-2005 strategic plan. However, presented below is the 2000-2005 strategic plan executive summary.

Later this year, the University will present to the State Board of Education the new 2005-2009 strategic plan for the Board's review and approval. The new plan will provide the definition of what it means to be a metropolitan research university of distinction and the framework for Boise State University's achievement of that status. We look forward to presenting that plan to the State Board of Education later this year.

Robert W. Kustra
President

The comprehensive planning process conducted during the 1999-2000 academic year confirmed that the fundamental strategic directions announced in Boise State University's 1994 strategic plan and pursued since then remained sound and relevant. Major departures or changes of direction were not warranted. Hence the updated plan reasserted the four major strategic initiatives that directed the university's progress since 1994:

- Manage growth while preserving and enhancing access;
- Enhance academic quality and reputation;
- Improve management and administrative functions; and,
- Develop the university's human resources.

Specific objectives identified with each of these four major strategic initiatives were updated or added to reflect progress achieved, current conditions, and future aspirations. Yet, in contrast to the 1994 strategic plan, which called for ambitious new undertakings such as acquisition of a satellite campus in Canyon County, installation of a new management information system, or creation of a theme-based residential Honors College, the updated strategic plan emphasized continuity, follow-through, and consolidation of gains – themes of stability and sustainability signaled in the choice of the title *Meeting the Challenge: A Strategic Plan for Boise State University, 2000-2005*, which sustained the familiar title of the 1994 strategic plan while updating the focus.

Meeting the Challenge: A Strategic Plan for Boise State University, 2000-2005 afforded a road map for the continued development of Boise State University through the year 2005. Based on a thorough analysis of Boise State University's history and current profile, its vision of its future, its values and core beliefs, its strengths and challenges, and its position in a rapidly changing social and political environment, the strategic plan identified four major strategic initiatives and more than 150 specific objectives – some major, some relatively minor – that directed the institution's activities. From the many specific objectives listed, at least a dozen themes emerge.

In summary, Boise State University continued to:

- Pursue its "distributed campus" strategy, disseminating programs and services geographically, technologically, and chronologically;
- Construct or expand capital facilities to accommodate growth, both on the Boise Campus and the Boise State West Campus;
- Manage enrollment growth at approximately 2% annually, with student recruitment focused on the preferred student profiles identified in the university's Enrollment Management Plan;
- Integrate technology into academic instruction and research, student services, and business operations;
- Emphasize enhancement of teaching and learning, with special focus on opportunities for applied learning in real world settings;
- Enhance the general education (core curriculum) experience, with special focus on improved student success and increased retention of students, and review all curricula to facilitate articulation and to eliminate unnecessary obstacles to timely academic progress;
- Add new academic and professional-technical programs in accord with public demand and available resources;
- Increase support for graduate education and research;
- Increase fund raising efforts to support scholarships, capital facilities, and academic enrichment programs;
- Improve communication within the campus community and with external constituents, with emphasis on coordinated and effective marketing;
- Enhance management and administrative functions, with emphasis on improved customer responsiveness, efficiency, and accountability;
- Enhance the quality of the "Boise State experience" by recruiting and retaining excellent faculty and staff and by promoting increased cultural diversity and an enriched sense of community.

These themes constituted a five-year agenda for Boise State's ongoing cycle of annual planning, implementation, and evaluation. Each year, broad-based planning meetings were held to report results, evaluate progress, and establish priorities for the subsequent year. *Meeting the Challenge: A Strategic Plan for Boise State University, 2000-2005* functioned as a living document, subject to amendment or refinement if conditions warrant, but nonetheless setting a clear direction for the university's continued development through 2005.

VISION STATEMENT

Under the 2000-2005 plan, the primary goal of Boise State University is to continue building a high quality public university responsive to the needs of Idaho citizens and accessible to all who are qualified to benefit from its programs and services.

Boise State's strategic plan reflects the desire to enhance, grow, and expand efforts to anticipate and serve the changing needs of our state. Execution of this plan with knowledge that resources to fund and support our endeavors are limited is a challenge that this strategic plan recognizes and addresses.

With effective implementation of its planning initiatives, Boise State University will be:

- one of the finest undergraduate education programs in the Northwest United States;
- a purposeful community of learners, in which all students, faculty, and staff actively seek and participate in activities which strengthen learning and personal growth;
- an institution diverse in its students, faculty, and staff and in its programs, services and ideas;
- a center for educational experiences that prepare students for leadership and service in the global community;
- a model metropolitan university whose energies and goals are intertwined with those of the greater Boise area and Southwest Idaho for the benefit of all in Idaho and beyond;
- a center for research, scholarship, and public service activities valued by Idahoans for their contribution to the economy and the quality of life in Idaho, the region, and the nation;
- a center for undergraduate and graduate learning through research, with nationally recognized research programs in selected areas;
- a leader in applied and experiential education;
- a major resource for delivery of services to a broad geographical region;
- an institution known for selective, rigorous graduate programs in key areas of university strength; n a leader in the use of technology to deliver and enhance learning.

MISSION STATEMENT

Under the 2000-2005 plan, Boise State University will formulate its academic plan and generate programs with primary emphasis on business and economics, engineering, the social sciences, public affairs, the performing arts, and teacher preparation. Boise State University will give continuing emphasis in the areas of the health professions, the physical and biological sciences, and education, and will maintain basic strengths in the liberal arts and sciences, which provide the core curriculum or general education portion of the curriculum.

BOISE STATE UNIVERSITY STRATEGIC PLAN 2000-2005

| Alignment with SBOE Goals & Objectives | BOISE STATE UNIVERSITY GOALS & OBJECTIVES | Anticipated Completion Date |
|---|---|-----------------------------------|
| | I. Manage Growth While Preserving and Enhancing Access | |
| | <p>1.1 - Disseminate Programs and Services</p> <p><i>II.6</i> Continue to implement the university's "distributed campus" strategy by disseminating educational programs and services geographically (on campus, at satellite locations, at home, and in the workplace), technologically (Internet, compressed video, cable TV, and radio), and chronologically (traditional semesters and summer, evenings and weekends, anytime via the Internet)</p> <p><i>IV.4</i> Expand public access to educational programs through collaboration and cooperation with other institutions</p> <p><i>II.3, II.7, IV.4</i> Encourage statewide efforts to improve academic and administrative coordination of multi-institutional programming delivered through distance education options and through regional higher education centers; cooperate with sister institutions in construction/lease of a Higher Education Center on the College of Southern Idaho campus in Twin Falls.</p> <p><i>I.6, I.7, II.2, II.6, II.3, IV.4</i> Develop clusters of related professional-technical education programs into "Centers of Distinction" through strategic partnerships between the Seland College of Applied Technology, other Boise State academic colleges, and other entities, such as the public schools and business and industry, in order to expand access to professional-technical education and to promote successful employment and economic development</p> <p><i>II.6</i> Expand course offerings, programs, and student services available at the Canyon County Center and the West Campus</p> <p><i>II.6, IV.8</i> Publicize and promote the availability of associate degree</p> | |

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| | <p>programs and other offerings available at the Canyon County Center and through a combination of technological and on-site/live delivery</p> | |
| <i>II.6</i> | <p>Enhance access to university offerings through improved and expanded distance education opportunities, including coordinating scheduling and planning of offerings, conducting systematic needs assessment and market analysis, targeting specific disciplines for distance delivery, utilizing shared resources from other institutions, and developing distance education support services and orientation for students</p> | |
| | <p>1.2 - Expand Facilities to Accommodate Growth</p> | |
| <i>II.6</i> | <p>Continue to develop the Boise Campus and West Campus according to the University Framework Master Plan</p> | |
| <i>II.6, IV.1, IV.5</i> | <p>Seek federal, state, and private sector funding to construct and/or remodel major capital facilities on the Boise Campus, West Campus, and other sites</p> | |
| <i>IV.5, IV.8, IV.9</i> | <p>Conduct a campus-wide space audit and centralize room scheduling</p> | |
| <i>IV.5, IV.8</i> | <p>Refine plans for repair and maintenance of auxiliary facilities</p> | |
| | <p>1.3 - Accommodate New Technologies</p> | |
| <i>IV.1, IV.5</i> | <p>Seek additional funding necessary to establish and enhance the physical infrastructure necessary to accommodate 21st Century technology</p> | |
| <i>IV.8</i> | <p>Update and implement the classroom technology plan in order to accommodate and enhance the integration of technology into instruction</p> | |
| <i>IV.8, IV.10</i> | <p>Provide selected sites as "learning commons" (e.g. Albertsons Library, Student Union, Canyon County Center) with easy access to computer networks in order to facilitate student use of computer resources for study outside the classroom</p> | |
| <i>II.6, II.7, IV.8</i> | <p>Improve and expand Web services</p> | |
| | <p>1.4 - Manage Enrollment Growth</p> | |

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| <i>II.6</i> | Target overall enrollment growth at approximately 2% annually in order to ensure that available resources will be adequate to maintain high quality programs and services | |
| <i>I.8, II.5</i> | Focus institutional student recruitment efforts on preferred student profiles identified in the Enrollment Management Plan, including academically talented students, minority students, non-resident students, international students, transfer students, and full-time degree-seeking graduate students | |
| <i>II.6</i> | Sustain the university's commitment to the community college mission and increase the number of postsecondary technical students recruited and graduated by the Selland College of Applied Technology and other colleges | |
| <i>IV.3, IV.6</i> | Explore clarification or consolidation of the roles of the Enrollment Management Committee, the Matriculation Committee, and the Retention Committee | |
| | 1.5 - Enhance Responsiveness and Service to Students | |
| <i>II.2, IV.10</i> | Emphasize a "one-stop shopping" approach in delivery of student services and enhance Web services | |
| <i>II.2, II.4, II.5, IV.2</i> | Enhance academic and administrative operations to ensure that all students, including commuter students, enjoy reasonable access to institutional programs, basic services and support, on-campus employment, and other opportunities necessary to encourage a sense of belonging and connectedness to the intellectual and social life of the university | |
| <i>IV.2</i> | Explore options for expanding student health care services and beneficiaries and wellness programs | |
| | 1.6 - Enhance Attractions and Services for Campus Visitors | |
| <i>II.6</i> | Add parking structures and additional surface lots to provide additional parking | |
| <i>III.3</i> | Enhance Select-a-Seat operations through Internet ticketing sales and through better coordinated box office and phone room operations | |
| <i>I.4, I.6, IV.8</i> | Develop and refine the university signage program to provide parking and ways of giving information to visitors | |

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| <i>I.4</i> | Implement affiliation with the Western Athletic Conference in 2001 | |
| <i>I.4</i> | Seek additional opportunities to host major regional and national athletic events | |
| | II. Enhance Academic Quality and Reputation | |
| | 2.1 - Reaffirm the Commitment to Teaching and Learning | |
| <i>I.4, I.6, I.7, IV.2</i> | Strengthen university-wide efforts to improve retention and graduation rates | |
| <i>I.1</i> | Expand assessment activities to gain further insight on learning in the major | |
| <i>II.2</i> | Enhance articulation between applied technology courses and programs and academic courses and programs in order to eliminate redundancy and artificial barriers | |
| <i>IV.2</i> | Increase emphasis on writing throughout the curriculum by such means as "Writing Across the Curriculum" institutes and workshops, writing-intensive university core courses, "writing in the discipline" courses, and capstone writing experiences | |
| <i>I.5, II.7, III.6</i> | Enhance global awareness through increased recruitment of international students and faculty, internationalization of the curriculum, student and faculty exchange programs, international internships, and participation in international research and development projects | |
| <i>I.5, III.6</i> | Enhance cultural awareness through integration of multicultural perspectives into and across the curriculum | |
| <i>II.3, IV.8, IV.10</i> | Develop a coordinated university effort to encourage and increase the number and quality of classes taught via distance education or technology | |
| | 2.2 - Strengthen General Education | |
| <i>I.4, IV.2</i> | Develop ongoing assessment activities to ensure that the general education core curriculum is achieving expected learning outcomes, consistent with the "Philosophy of the Core" and with the institution's "Values and Core Beliefs" | |

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| <i>IV.2</i> | Publicize the rationale for university general education core requirements more effectively to students and faculty | |
| <i>IV.2</i> | Utilize the general education core curriculum to address issues of student success; establish links between the core curriculum and co-curricular programs and activities in order to promote a greater sense of community on campus | |
| | 2.3 - Add or Expand Selected Programs | |
| <i>I.2, I.7</i> | Pursue systematic, university-wide enhancement of teacher preparation programs, with emphasis on high standards, additional pre-service and in-service experiences, identified outcomes, and strengthened partnerships with the public schools | |
| <i>II.7, III.5</i> | Encourage increased participation in regional and national projects and programs, such as Campus Compact, the Inland Northwest Research Alliance, etc | |
| | 2.4 - Develop a Culture of Graduate Education | |
| <i>III.5</i> | Enhance graduate education by recruiting a greater percentage of full-time, degree-seeking graduate students; increasing the number of graduate assistantships; expanding access to upper-division and graduate level courses; developing facilities and financing to support research-based degree programs; and creating a campus-wide organization that can speak on behalf of graduate students | |
| <i>III.5</i> | Pursue active involvement in the Inland Northwest Research Alliance | |
| | 2.5 - Enhance Students' Academic Experience and Success | |
| <i>I.8, IV.2</i> | Reemphasize the university's commitment to high quality academic and career advising and institutionalize this commitment through the faculty/staff reward structure | |
| <i>I.7, I.8, I.9, IV.10</i> | Encourage recognition of outstanding faculty through nomination for prestigious faculty awards, such as Fulbright Professorships, the Carnegie Foundation for the Advancement of Teaching's "Idaho Professor of the Year Award" | |
| <i>II.2, II.4, II. 6</i> | Expand and enhance student orientation programs and extend orientation services to other sites via traditional or alternative | |

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| | formats | |
| <i>II.4, II.5</i> | Review coordination and effectiveness of English Language Learning (ELL) programs and improve testing and placement procedures for non-native or limited English proficiency (LEP) speakers of English, both international students and non-international students | |
| <i>II.2</i> | Facilitate articulation of transfer credits into university general education core requirements and develop a university-wide model for articulation of transfer credits into major program requirements; reduce dependence on academic adjustment forms | |
| | 2.6 - Use Technology to Enhance Learning | |
| <i>II.6, IV.8</i> | Provide technology-based independent learning options for selected high demand courses, remedial and tutoring programs, and open-entry/open-exit courses | |
| <i>I.11, IV.11</i> | Increase availability of library/information resources for off-campus students and faculty | |
| <i>II.7</i> | Enhance distance education options through systematic needs assessment and market analysis, improved coordination and scheduling, appropriate standardization, faculty development, and evaluation | |
| | 2.7 - Seek Funding to Achieve Excellence | |
| <i>I.6, IV.1, IV.5</i> | Increase the Boise State University Endowment and Stable Value Fund to \$90,000,000 or more (at 8% annual increase in new gifts) | |
| <i>IV.5</i> | Increase the scholarship endowment to \$50,000,000 or more (at 4% annual increase in new gifts) | |
| <i>IV.5</i> | Seek a major endowment and other funding to support growth and development of the Honors College, including expanded facilities, scholarships, summer support, and enrichment activities | |
| <i>I.4, III.6</i> | Establish a Distinguished Lecturer Series to enrich cultural programming available to students, faculty, and the general public | |
| <i>IV.5</i> | Increase the athletic endowment through cash gifts and a targeted | |

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| | planned-giving program | |
| <i>IV.5</i> | Increase the annual fund/membership of the Bronco Athletic Association in order to expand the scholarship endowment and address operational needs and to fully fund all grants-in-aid for student athletes | |
| | 2.8 - Improve Communication and Public Perception | |
| <i>IV.6</i> | Improve the university's ability to "tell its story" effectively, enabling the public to know and appreciate the quality, breadth, and depth of the university's educational services | |
| <i>IV.6</i> | Regularly report to the community on the university's contributions to the region, state, and nation | |
| <i>I.4</i> | Improve the general presence of the university through the use of a common logo, typography, and theme statement and the development of a graphics style guide for use both on and off campus | |
| <i>II.7</i> | Enhance the university's presence on the World Wide Web and use this technology as a communication and marketing tool, both internally and externally | |
| <i>I.4</i> | Enhance the university's image across Idaho and the Northwest, while maintaining a primary commitment to the Treasure Valley | |
| <i>I.4</i> | Increase the presence of university leaders in the communities they serve in order to enhance friend raising and fund raising | |
| | III. Improve Management and Administrative Functions | |
| | 3.1 - Demonstrate Accountability | |
| <i>IV.6</i> | Monitor and report institutional performance annually using Idaho Board of Education Performance Indicators | |
| <i>IV.6</i> | Identify and track key success indices or indicators to permit university administrators to monitor factors deemed critical to the health and success of the institution | |
| <i>IV.1, IV.6</i> | Enhance the function of the Internal Audit Department to include Advisory Services | |

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| <i>I.10, IV.6</i> | Develop an extended campus security program and examine the feasibility of establishing a campus police department | |
| <i>IV.3</i> | Develop and implement a periodic program review process for all administrative units | |
| | 3.2 - Use Technology to Enhance Business Operations | |
| <i>IV.8</i> | Complete the implementation of PeopleSoft software to achieve operational efficiencies in the areas of Finance, Student Affairs, Human Resources, and Advancement; to include Web-based student self-service capabilities; and to provide timely access to data for informed decision making | |
| <i>IV.8</i> | Complete electronic networking of the entire campus, including student residential areas, to facilitate instruction, research, administration, and communication | |
| <i>I.1, IV.8</i> | Enhance the effectiveness of academic and administrative computing by establishing and enforcing reasonable university-wide standards and architectures | |
| <i>IV.8</i> | Enhance computerized room scheduling to improve space utilization and efficiency | |
| | 3.3 - Make Student Services Efficient and Convenient | |
| <i>II.2</i> | Achieve better customer responsiveness, increased management information, and greater efficiencies through utilization of the PeopleSoft information system and successful development and coordination of other technological solutions | |
| <i>II.2, IV.8</i> | Successfully achieve increased functionality through identifying, prioritizing, and implementing PeopleSoft phase II modifications, refinements, and enhancements | |
| <i>II.2, IV.8</i> | Expand student services, making them more accessible, timely, and convenient to customers; develop forms of self-service utilizing the Web | |
| <i>II.2, IV.8</i> | Ensure that all pertinent information regarding academic and student policies is available on the Web | |
| <i>IV.3</i> | Continue process reengineering to streamline processes and procedures for efficiency and improved service | |

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| <i>I.10, IV.3</i> | Develop and implement a critical incident response plan for situations involving Boise State students on- and off-campus | |
| <i>I.8, IV.2</i> | Reemphasize the university's commitment to high quality academic and career advising, especially by full-time permanent faculty, and encourage "master planning" of students' four-year academic plans and schedules | |
| | 3.4 - Encourage Private Support | |
| <i>IV.5</i> | Expand Institutional Advancement staffing and infrastructure to enhance fund raising, ensure accurate and timely data base management, and to improve services and reporting to donors | |
| <i>IV.5</i> | Refine and improve methods of internal communication among all involved in institutional advancement | |
| | IV. Develop the University's Human Resources | |
| | 4.1 - Attract and Retain a High Quality Workforce | |
| <i>I.9</i> | Give continuing priority to salary competitiveness as an essential mechanism for attracting and retaining high quality faculty (permanent and adjunct) and staff | |
| <i>I.9</i> | Promote and support efforts to enhance employee benefits | |
| <i>I.6, I.7, I.8</i> | Continue to increase the number of permanent, tenure-track faculty to maintain an appropriate balance in relation to the use of adjunct faculty | |
| <i>I.8, II.5</i> | Continue to emphasize recruitment and retention of minority faculty and staff | |
| <i>I.6, II.6</i> | Increase staffing in critical student service areas to meet increasing demands from a growing student population for effective and efficient services | |
| <i>I.9</i> | Identify and address issues which contribute to costly staff turnover in selected areas | |
| <i>IV.3</i> | Increase utilization of student staffing | |
| <i>I.9, I.10</i> | Encourage employee awareness of health and wellness and provide increased opportunities for participation in health, | |

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| | recreation, and wellness activities on campus | |
| | 4.2 - Invest in Employee Development | |
| <i>I.7, I.8, I.9</i> | Develop university-wide standards and programs for employment, orientation, supervision, evaluation, and continuing professional development of adjunct faculty | |
| <i>I.8, IV.3</i> | Encourage cross-training and expanded knowledge of services and programs, with emphasis on all users of the student information system | |
| | 4.3 - Encourage Diversity and Appreciation for Individual and Cultural Differences | |
| <i>II.5</i> | Create a campus environment that supports diversity by promoting mutual respect, acceptance, teamwork, and productivity among people who are diverse in personal identity and background | |
| <i>I.8, I.9, II.5</i> | Continue to increase the recruitment and retention of underrepresented groups of students, faculty, and professional and classified staff | |
| <i>I.8, I.9</i> | Fund a Coordinator of Cultural Diversity position and operating expenses to promote cultural diversity through curricula, research and scholarship, programming, and activities | |
| <i>II.4</i> | Create additional opportunities for educating students and faculty/staff about the needs of people with disabilities | |
| <i>II.5</i> | Create additional opportunities for educating students and faculty/staff about the cultural and ethnic diversity of our campus community, Idaho, and the nation | |
| | 4.4 - Foster and Celebrate Our Connections to One Another | |
| <i>II.5</i> | Establish and support programs and activities that foster understanding and appreciation of the work in various university units and programs | |
| <i>I.4, II.5</i> | Develop an enhanced sense of community through periodic events that remember and celebrate the university's heritage, unique traditions, and values | |
| <i>I.5, II.5</i> | Enhance the sense of community among students through programs, events, housing innovations, and campus design, | |

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| | aimed at better connecting all students to the university | |
| | Boise State University Recommends Amendments, Additions, Deletions to the State Board Strategic Plan as follows: | |
| <i>DELETE</i> | | |
| <i>ADD</i> | | |